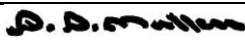
	Administrative General Order	16 Relations Between Superior & Subordinate Officers & Others	<b>PAGE 1 OF 4</b>
	<p align="center"><b>City of Charleston Police Department Policy and Procedure Manual</b></p>		EFFECTIVE DATE: <b>08/15/07</b>
			ORIGINATOR: <b>Strategic Analysis &amp; Innovations</b>
			REVISED: <b>11/05/15</b>
	DISTRIBUTION: <b>ALL</b>	<b>CALEA:</b> 11.2.1; 11.2.2; 11.3.1; 11.3.2; 12.1.2; 12.1.2 d; 12.1.3; 12.1.4	
BY THE AUTHORITY OF THE CHIEF OF POLICE: 			

16.1 SPAN OF SUPERVISORY CONTROL (CALEA 11.2.1; 12.1.2 d; 12.1.4)

The best management research available shows that no one supervisor can effectively exercise control over a large number of individuals and expect to be able to perform their duties and monitor their activities effectively. It is, therefore, desirable that the use of junior supervisory personnel be made in the day-to-day supervision of their subordinates. This will allow senior personnel to concentrate on their duties and, at the same time, provide leadership training and opportunities for those in a junior supervisory role. Under normal circumstances no supervisor will have in excess of seven (7) employees under their immediate control. It should be understood that final responsibility for all assigned personnel and their training remains with the Division Commander. Subordinate supervisors will be granted such degree of authority as necessary to carry out their assigned responsibilities. Each Division Commander must ensure that they protect and respect that delegated authority and establish a proper divisional Chain of Command to insure that the subordinate supervisor is allowed input into decisions affecting their personnel. The Division Commander must also constantly be on guard against any abuse of authority by those with delegated supervision over others. Each individual who is delegated supervisory authority by any Division Commander or other officer of this department will be held accountable for their exercise of that authority and their failure to exercise it in the correct manner.

16.2 EFFECTIVE SUPERVISION (CALEA 11.2.2; 12.1.4)

Management research has shown that effective supervision can only be maintained when subordinates are responsible to, and under the command of, only one supervisor at any one time. This allows the integrity of the Chain of Command to be maintained and leaves no question in the mind of the subordinate regarding whom they are responsible to. There are times when, under special conditions, a supervisor may be relieved of command. These will be outlined below.

**ACTION:** Under normal conditions each member of this agency will be under the direct command of their supervisor for all day-to-day activities. Additionally, when assigned to special functions, subordinates will be under the command of the senior officer on scene or such officer as designated by them. The following specific points must be noted:

1. Each organizational component is under the direct command of one supervisor.
2. In the absence of the employee's normal supervisor the next officer in the chain of command will assume command

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responsibility until the supervisor's return.

3. The current commanding officer may be relieved at any time by any senior officer when such action is necessary to protect life or property, or when the normal supervisor is incapacitated, unable, and/or unwilling to perform their assigned duties, when requested by the normal supervisor or when the interests of the City or Department indicate such action is necessary. This should only be done in extreme situations and a written report will be made to the Chief of Police within twenty-four (24) hours and a verbal notification is made to the Bureau/Division Commander immediately. In the case of individuals of equal rank, seniority will be determined by the following formula:
  - a. Date of present rank. If the same, date of prior rank with the earliest taking precedence. Date of initial service will not be considered unless and until a determination has been made that all other dates of rank are identical.
  - b. A subordinate will be permitted to relieve a senior only when there is an immediate threat to life or property and the senior is physically or mentally incapacitated and unable to perform their duties. Immediate notification to the Chief or, in absence, the senior commissioned officer present will be required in this case.
4. The Desk Officer will be in command of all persons while they are performing duties relating to:
  - a. Booking prisoners;
  - b. Handling evidence being processed at the desk;
  - c. Involvement in physical security duties relating to the security of the Charleston Police Department headquarters building or the jail. They will also be charged with the maintenance of order in the vicinity of the desk and lobby areas and will render assistance to maintain order throughout the building. A senior officer may relieve them when special circumstances occur.

### 16.3 COMMAND PROTOCOL IN SPECIAL SITUATIONS (CALEA 12.1.2 b, c; 12.1.4)

From time to time a special operation may occur which will require that command be assumed by some person not normally within the Chain of Command but who possesses the necessary expertise to insure the operation is successful. In these situations, the Incident Command System protocols will be implemented and the appropriate Incident Commander will be in charge of the event.

While the above may require that a junior officer may be in charge and that senior officers may be responsible for reporting to them for the duration of this special situation, such is required to provide for the smooth operation of the event. In the case of conflict, the senior officer present will insure that the above criteria are met. The Chief of Police, or in absence, the acting Chief of Police may modify these procedures as they see fit.

### 16.4 CONDUCT TOWARD SUPERIORS, SUBORDINATES, AND FELLOW OFFICERS

Officers will treat superiors, subordinates, and other fellow officers with respect. When on duty, particularly in the presence of others, superiors will be addressed or referred to by rank or title.

### 16.5 STAFF SUPERVISION (CALEA 12.1.2 b)

Staff supervision is by a superior of any officer not under his/her direct command. Staff supervision may be either:

1. Supervision of the officer in reference to attention to duty and compliance with general regulations, but without reference to the manner in which he/her performs his/her task; or
2. Supervision of the manner in which an officer performs a specific task, but without reference to his/her attention to duty and compliance with general regulations.

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Officers authorized to exercise staff supervision are: Deputy Chief(s), Majors, Captains, Lieutenants, Sergeants, and all other officers holding such rank on a temporary basis.

### 16.6 ISSUANCE OF ORDERS (CALEA 12.1.3)

Written or oral orders will be in clear, understandable language, civil in tone, and issued pursuant to departmental policies, goals, and objectives. All general orders, special orders, or other orders and procedures that have been approved and signed by the Chief of Police will have the same force and effect as these Regulations.

### 16.7 OBEDIENCE TO ORDERS (CALEA 12.1.3)

Responsible management research points out that an employee can only be responsible to one supervisor. To make an employee subject to the orders of a number of different supervisory personnel would only lead to confusion and poor work performance. While in certain environments such as law enforcement there may be emergency circumstances in which one is given orders by supervisory personnel other than their direct supervisor: this should be the exception rather than the rule. Except in the most extreme cases, supervisory personnel will follow the established Chain of Command for every employee. If instructions or orders must be passed, they should, whenever practicable, be passed through the Chain of Command. This rule also holds true with disciplinary action. In any case where this procedure cannot be followed, the individual's immediate supervisor will be notified by the party giving the order or instructions as soon as possible. The above procedures would not apply to the following situations or individuals:

1. Instructions or orders given in situations where current directives or procedures provide for a shift in the Chain of Command predicated upon the nature of the incident.
2. Communications with members of the Command Staff by other members of that staff.
3. Pre-planned operations where a party is temporarily assigned outside their normal Chain of Command.
4. Such other situations as prescribed by the Chief of Police. Officers will faithfully and promptly obey the orders of superior officers. Officers are also required to obey any lawful order relayed from a superior by an employee of the same or lesser rank. Any failure or deliberate refusal of an officer to obey a lawful order given by a supervisor or superior officer will constitute insubordination.

### 16.8 UNLAWFUL ORDERS (CALEA 12.1.3)

A command or supervisory officer will not knowingly issue any order that is in violation of any law, ordinance, or Department order, procedure, or policy.

### 16.9 OBEDIENCE TO UNLAWFUL ORDERS (CALEA 12.1.3)

Officers are not required to obey any order that is contrary to federal or state law or local ordinance. Responsibility for refusing to obey rests with the officer. Following refusal the officer will be required to justify such refusal.

### 16.10 OBEDIENCE TO IMPROPER ORDERS (CALEA 12.1.3)

Officers who receive an order, which they believe to be contrary to Department rules, will first obey the order and then proceed to appeal. However, if it is determined in good judgment that by obeying the order irreparable harm to individuals, organizations, or the Police Department will result, then such officer may refuse to obey the order. Following refusal the officer will be required to justify such refusal.

### 16.11 REPORTING OR APPEALING UNLAWFUL OR IMPROPER ORDERS (CALEA 12.1.3)

Officers who receive an order that they believe to be unlawful or improper will report such, in writing, to the Chief of Police. The report will contain the facts of the incident and why the officer believes the order to be unlawful or improper. Appeals for

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relief from such orders will be made at the same time.

### 16.12 CONFLICTING ORDERS (CALEA 12.1.3)

Upon receipt of a conflicting order or instruction, the officer will advise their superior officer of the conflict. Responsibility for countermanding the original order or instruction will rest with the individual that issued the conflicting order. If so directed, the latter order will be obeyed first.

### 16.13 COOPERATION WITH OTHER AGENCIES

Officers will cooperate with all other city and county departments, public organizations, and law enforcement agencies. Officers will give aid to such agencies that are entitled to receive it, provided that the dissemination of information and/or aid is consistent with Department policy.

### 16.14 RECOGNIZING DETECTIVES AND PLAIN-CLOTHES OFFICERS

Officers and other employees will not give any sign of recognition to a plain-clothes officer or detective outside the confines of the police facility unless the detective or plain-clothes officer first makes recognition. The intent is to prevent jeopardizing or compromising any investigation in which the detective might be engaged.

### 16.15 REPORTING TO SUPERVISORS

Officers will advise their superiors of any unusual activity, situation, or problem in which the Department would logically be concerned.

1. Officers will make written notification to their supervisor any time they are involved in an investigation being conducted by another law enforcement agency.

### 16.16 ACCOUNTABILITY AND RESPONSIBILITY (CALEA 11.3.1, 11.3.2)

All supervisors, whether temporary or permanently appointed as supervisors, will be held accountable and have the responsibility to see that their subordinates abide by their orders and by the Rules and Regulations of this Department.

1. All permanent and temporary supervisors will provide leadership and direction to the activities and duties of officers and other employees under their command. Supervisors will take command of any situation wherein it appears that control and direction is warranted. Supervisors will not, by any act of commission or omission, fail to direct employees in the performance of their duties.

### 16.17 TEMPORARY SUPERVISORS (CALEA 11.3.1)

Officers temporarily filling the position of a supervisor will have all the authority and responsibility of the supervisor. Temporarily acting supervisors will not interfere with, countermand, or modify the orders previously issued by the supervisor except in an emergency.